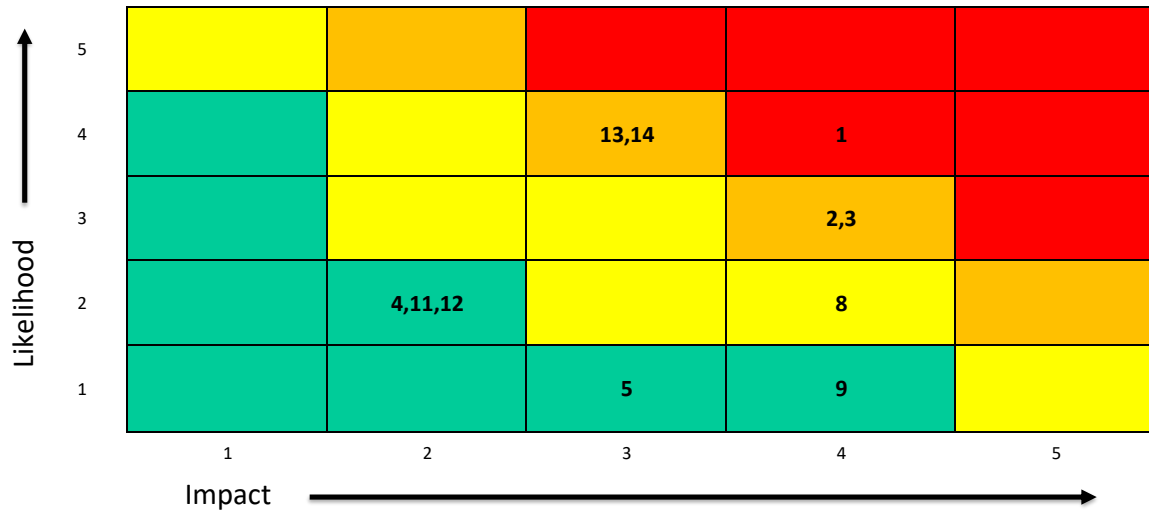


Adult Care and Health Risk Register



Risk Ref	Risk Description	Gross Risk Rating	Net Risk Rating
1	Failure to deliver Financial Strategy	25	16
2	Failure to deliver effective Adult Social Care services	16	12
3	Failure to deliver effective Learning Disability services	16	12
4	Deprivation of Liberty	12	4
5	Recruitment and Retention - ASC	20	3
8	Inability to deliver an effective Public Health service	12	8
9	Emergency Response/Business Continuity	10	4
11	Failure to deliver partial implementation of Health & Social Care Integration	6	4
12	Adult Social Care Reform	10	4
13	Adult Transport	12	12
14	Community Equipment - Children and Adults	16	12

Adult Care and Health Risk Register

Q4 2023/24

REF	DIVISION	RISK TITLE & DESCRIPTION (a line break - press shift & return - must be entered after the risk title)	RISK CAUSE & EFFECT	RISK CATEGORY	GROSS RISK RATING (See next tab for guidance)					EXISTING CONTROLS IN PLACE TO MITIGATE THE RISK	CURRENT RISK RATING (See next tab for guidance)					FURTHER ACTION REQUIRED	RISK OWNER
					LIKE	LIHO	OD	IMPA	CT		RISK	RATI	NG	LIKE	LIHO		
1	All	Failure to deliver Financial Strategy	<p>Cause(s):</p> <ul style="list-style-type: none"> - Continual reduction in Central Government funding - Uncertainty of Government grant funding - Demographic changes - Increased demand for services - Demand led statutory services (c. 80% of operations) which can be difficult to predict - Increasing cost volatility due to rise of complex, high cost families or placements requiring services. - Impact of COVID-19 pandemic - Unpreparedness to deliver the new Adult Social Care Reforms <p>Effect(s):</p> <ul style="list-style-type: none"> - Lower than anticipated levels of financial resource - Failure to achieve a balanced budget - Failure to secure economy, efficiency, and effectiveness of use of resources leading to a Qualified Independent Auditors' Report - Objectives of the service not met - Reputation is impacted - Wider goals of the Council are not achieved 	Financial		5	5		25	<ul style="list-style-type: none"> - Budget monitoring and forecasting - Regular review of medium term strategy - Regular reporting to CLT and Members via the Committee reporting process - Effective contract monitoring arrangements to ensure acceptable quality of service provision and value for money - Monitor demographics, economic indicators and develop insight into future demand - Match financial planning to Council priorities - Internal audit framework - Early intervention with service users - Constantly reviewing service operations for potential efficiencies - Developed a series of commissioning plans, with mitigating actions, for Adult Social Care (Mental Health, Learning Disabilities and Older People) including mitigating actions addressing financial pressures - Growth and mitigation discussions - Service strategies in place to mitigate growth - Establishment of an Adult Social Care Reform Programme Board to oversee the implementation of the White Paper led by the Directors of Adult Services and Finance - government has delayed the implementation of the charging reforms to 2025 - Success of the Transformation Programme has seen an underspend in the current Adult Social Care budget 		4	4		16	<ul style="list-style-type: none"> - Delivering commissioning actions in ASC Transformation Board programme - ongoing - Processes and capacity in place to understand implications of Fairer Funding policy implementation - Undertake the work to prepare and implement the changes embedded within the Adult Social Care Reform paper 2021 	Director, Adult Services Kim Carey
2	Adult Social Care	Failure to deliver effective Adult Social Care services The Council is unable to deliver an effective adult social care service to fulfil its statutory obligations including the safeguarding of Adults	<p>Cause(s):</p> <ul style="list-style-type: none"> - Increasing demand - Above compounded by associated longer waiting lists leading to deteriorating condition and ultimately increased service user/ carer costs - Failure to deliver effective safeguarding arrangements - Failure to comply with statutory requirements including the Care Act - Potential instability in social care workforce - Impact of COVID-19 pandemic <p>Effect(s):</p> <ul style="list-style-type: none"> - Impact on life chances and outcomes for service users - Failure to keep vulnerable adults safe from harm or abuse 	Legal		4	4		16	<p>Care Act - Redesigned processes, including amending forms, and operational procedures in place and Care Act compliance training</p> <p>Improved Better Care Fund - Programme overseen by the Joint Assistant Director of Commissioning and the CCG</p> <p>Safeguarding - 1. Multi Agency Bromley Adult Safeguarding Board (BSAB) in place. 2. BSAB Training programme (E Learning and Face to Face). 3. Awareness training for vulnerable groups. 4. Care Act compliance training</p> <p>Recruitment - Dedicated HR programme of support in place to recruit social workers to front line posts</p> <p>Performance Monitoring Framework - Review of Performance Management Indicators</p> <p>Procurement and Contract Monitoring - Effective procurement framework and contract monitoring arrangements to ensure acceptable quality of service provision and value for money</p> <p>Re-structure of assessment and care management service. New structure in the service which aims to improve outcomes for Bromley residents by creating a more effective social care pathway.</p>		3	4		12	<ul style="list-style-type: none"> - Actions as part of LBB's Adult Social Care Transformation Plan 	Director, Adult Services (Kim Carey)
3	Learning Disability Service	Failure to deliver effective Learning Disability services Failure to assess service users, establish eligibility criteria and carry out the review process.	<p>Cause(s):</p> <ul style="list-style-type: none"> - Failure to identify and meet service users' needs - Provision of service to ineligible clients - Provision of service prior to/without appropriate authorisation - Failure to manage the transition process of service users from Children's Services to Adult Services leading to increased risk of Judicial Review - Potential instability in social care workforce <p>Effect(s):</p> <ul style="list-style-type: none"> - Costs associated with Legal process - Ongoing care package costs as a result of Legal process outcome - Placement predictions leading to financial pressures (cross refer Budget risk) 	Legal		4	4		16	<ul style="list-style-type: none"> - Close monitoring of placements and eligibility criteria - Budget monitoring and forecasting - Regular review of medium term strategy - Effective contract monitoring arrangements to ensure acceptable quality of service provision and value for money - Hold provider to account for poor performance - Monitor demographics, economic indicators and develop insight into future demand - Learning Disability Strategy agreed 		3	4		12	<ul style="list-style-type: none"> - Learning Disability Strategy Action Plan in development - Actions as part of LBB's Adult Social Care Transformation Plan 	Director, Adult Services (Kim Carey)

Adult Care and Health Risk Register

Q4 2023/24

REF	DIVISION	RISK TITLE & DESCRIPTION (a line break - press shift & return - must be entered after the risk title)	RISK CAUSE & EFFECT	RISK CATEGORY	GROSS RISK RATING (See next tab for guidance)					EXISTING CONTROLS IN PLACE TO MITIGATE THE RISK	CURRENT RISK RATING (See next tab for guidance)					FURTHER ACTION REQUIRED	RISK OWNER		
					LIKE	LIHO	OD	IMPA	CT		RISK	RATI	NG	LIKE	LIHO			OD	IMPA
4	Adult Social Care	Deprivation of Liberty Failure to prevent unlawful deprivation of liberty	<p>Cause(s):</p> <ul style="list-style-type: none"> - The Government made the decision to delay the implementation of the Liberty Protection Safeguards "beyond the life of this Parliament". - The risk level remains significant due to the delay or non-implementation of the Liberty Protection Safeguards (LPS). - Any claim by service user with a community package of care if DoL not in place - Any claim by service user relating to a gap in DoLS authorisation in hospitals and care homes <p>Effect(s):</p> <ul style="list-style-type: none"> - Failure to comply with statutory requirements pursuant to Section 4 (Section 4A) and paras 129, 180 and 182 of Schedule A (Schedule A1) of the Mental Capacity Act 2005 (as amended to incorporate the Deprivation of Liberty Safeguards 2009) - Failure to comply with Mental Capacity (Amendment) Act 2019 when implemented if adequate preparations are not in place. 	Legal		3		4		12	<ul style="list-style-type: none"> - The focus is to maintain Mental Capacity Act 2005 practice and ensure that deprivation of liberty assessments are undertaken for people aged 16 years and above in the community, care homes and hospitals. - Core administrative function maintained and all received referrals are assessed for DoLS within timeframes. - Framework in place to deliver the functions of the Best Interest Assessor and the 'Section 12' doctors through the use of independent providers - LiquidLogic is providing up to date performance data on expired DoLS and is followed up to ensure no gap in DoLS cover for known service users. A general reminder email is sent to all Managing Authorities on a monthly basis. - The staffing resource for Community DoL now sits in the DoLS team to enable co-ordination across all Deprivation of Liberty. - Scoping of potential deprivation of liberty cases in the community completed and recorded on Liquidlogic and cases prioritised accordingly. Monthly data to be produced by Performance Team and added to Management Digest. - On-going partnership and collaborative work on Mental Capacity Act practice with all partners through quarterly solution-focussed partnership meetings. - Training collaboration with all partners in MCA and deprivation of liberty. - Complete the Mental Capacity Act Practice Guidance for all Bromley Staff to increase awareness of likely areas of deprivation. - Community DoL training re-introduced to ensure all staff are aware of how to identify potential individuals for progression to the Court of Protection. 		2		2		4	- ASLT to be kept up to date with development in LPS implementation.	Director, Adult Services (Kim Carey)
5	Adult Social Care	Recruitment and Retention - ASC Failure to recruit and retain key skilled staff with suitable experience/qualifications	<p>Cause(s):</p> <ul style="list-style-type: none"> - Failure to compete with other organisations to recruit the highest quality candidates to build an agile workforce - Small pool of experienced adult Social Workers <p>Effect(s):</p> <ul style="list-style-type: none"> - Failure to identify and meet service user needs - Provision of service to ineligible clients - Provision of service prior to/without appropriate authorisation - Lack of skill set results in an inability to deliver effective adults' services to fulfil statutory safeguarding obligations, impacting on life chances and outcomes 	Personnel		5		4		20	<ul style="list-style-type: none"> - Joint meetings held between HR and employment agencies to improve the quality and speed of locum assignments - Review of the current Recruitment and Retention package through Recruitment and Retention Board - Recruitment drive to convert locums to permanent staff - Commissioning of improvements to the Council's recruitment web site to include a video virtual tour of the Council - Support in effectively managing staff performance - Provision of training measures to include targeted leadership and management training programmes including partners and other stakeholders - Tailored individual career plan for staff - Bespoke training for first line managers - Training and quality assurance of practice - Dedicated HR worker to focus on Adult Social Care recruitment - Senior management team in place with 82% permanent staff - Wake up to Care programme to recruit, support the training and oversee the development of care workers in Bromley including LBB staff. 		1		3		3	Director, Adult Services (Kim Carey) Director, Human Resources (Charles Obazuaye)	
8	Public Health	Inability to deliver an effective Public Health service The Council is unable to deliver an effective Public Health service to fulfil its statutory obligations	<p>Cause(s):</p> <ul style="list-style-type: none"> - Reduced budget which has led to funding cuts and withdrawal of non-statutory services. - Unfunded inflation and provider pay awards creating significant pressures on all existing block contracts. <p>Effect(s):</p> <ul style="list-style-type: none"> - Increased clinical risk to patients and Bromley residents - Reputational risk to council - Gaps and potential blocks in health service between NHS and Local Authority 	Professional, Legal		3		4		12	<ul style="list-style-type: none"> - Working with partners including the SEL ICS and Hospital Trust to jointly deliver Public Health functions and mitigate impact of reduced funding - Effective contract monitoring arrangements to ensure acceptable quality of service provision and value for money - Bromley Outbreak Management Plan published and regularly updated. This provides framework for prevention and management of local outbreaks 		2		4		8	- Plans for further integration of some functions and services with ICS (OneBromley)	Director, Public Health (Nada Lemic)

Adult Care and Health Risk Register

Q4 2023/24

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					LIKE	LIHO	OD	IMPA	CT		RISK	RATI	NG	LIKE	LIHO		
9	Adult Social Care Public Health Strategy, Performance & Corporate Transformation	Emergency Response/Business Continuity Failure to respond effectively to an emergency incident internally or externally: lack of up to date and tested business continuity arrangements	<p>Cause(s):</p> <ul style="list-style-type: none"> - Ineffective emergency response arrangements in place to respond to an incident such as loss of Facility (fire, flood etc.), Staff (illness, strike) or IT (cyber attack). - Lack of suitable business continuity plans at service and departmental level <p>Effect(s):</p> <ul style="list-style-type: none"> - Failure to deliver statutory duties - Failure to deliver services to vulnerable adults 	Financial Legal Reputational	2		5		10	<ul style="list-style-type: none"> - Emergency Response - Corporate Major Emergency Response plan - Out of hours on call emergency response capability - Trained emergency response volunteer cohort - Ongoing training & exercising programme - Multi-agency assessment of emergency risks with associated mitigation - Robust plans in place, including Bromley Outbreak Management Plan - Alert system via the South East London Health Protection Unit (SEL HPU) - Annual Flu and COVID vaccination programme in place - Humanitarian and Lead Officer (HALO) role - Business Interruption - Civil protection and emergency planning policies in place at corporate level overseen by the Corporate Risk Management Group - Business Continuity Plans in place at service level. Reviewed and updated. - Contracts contain business continuity provision - Communication to all staff prior to all impending industrial action, informing of any possible service disruption as well as explaining implications of strike action for individual staff members - Business Continuity Plans reviewed annually. - Annual testing programme 	1		4		4	- Annual Business Continuity testing programme to further embed arrangements - December to February	Director, Adult Services (Kim Carey) Director Public Health (Nada Lemic) Director, Strategy, Performance & Corporate Transformation (Naheed Chaudhry)
11	Adult Services	Failure to deliver partial implementation of Health & Social Care Integration	<p>Cause(s):</p> <ul style="list-style-type: none"> - Difficulty in achieving rapid change in a system as complex as health and social care - Rising social care costs due to ageing population and people living longer with increasing complex needs - Difficulties with agreeing budgets (given likely funding reductions going forward), complex governance arrangements and workforce planning - Need to focus on collaborative working (cultural differences) - Pressure for social care services to be accessible 7 days a week in terms of our own workforce and contracts with external providers in line with NHS priority to deliver 7 day working across the health sector - LBB will need to contribute to a whole system review to ensure that funding follows the patient <p>Effect(s):</p> <ul style="list-style-type: none"> - Failure to deliver statutory duties - Failure to achieve our Making Bromley Even Better priorities 	Financial Compliance /Regulation	2		3		6	<ul style="list-style-type: none"> - Continued work with health partners to deliver the main transformation programmes eg Bromley Well and the transformation of prevention - Building on the work already delivered through S31 agreement with Oxleas and being implemented through the Better Care Fund workstreams eg Winter Resilience work, Transfer of Care Bureau, Integrated Care Records, Discharge to Assess. Single Point of Access for hospital discharge implemented in April 2020 - New governance structure between LBB and SEL ICS in place. - The Bromley Local Care Partnership has developed its 5 year strategy for Bromley and this was formally agreed in June 2023. - Integrated Commissioning structure in place. - Using the learning from the Health and care whole systems response to the COVID-19 pandemic to deliver joined up responses to the population. - Joint commissioning and delivery arrangements for winter pressures now maturing through integrated hospital discharge arrangements - Joint commissioning continues to grow with the joint commissioning of mental health housing support provision - Adult Social Care Plan agreed setting our priorities and actions for joint working with ICB 	2		2		4		Director, Adult Social Care (Kim Carey)
12	Adult Services	Adult Social Care Reform Failure to deliver on Adult Social Care Reform legislation including Fair Cost of Care and Market Sustainability	<p>Cause(s):</p> <ul style="list-style-type: none"> - Continual reduction in Central Government funding - Uncertainty of Government grant funding - Demographic changes - Increased demand for services - Demand led statutory services (c80% of operations) which can be difficult to predict - Increasing cost volatility due to rise of complex, high cost families or placements requiring services. - Potential employer liability issues for direct payment users - Impact of COVID-19 pandemic - Unpreparedness to deliver the new Adult Social Care Reforms <p>Effect(s):</p> <ul style="list-style-type: none"> - Lower than anticipated levels of financial resource - Failure to achieve a balanced budget - Failure to secure economy, efficiency, and effectiveness of use of resources leading to a Qualified Independent Auditors' Report - Objectives of the service not met - Reputation is impacted - Wider goals of the Council are not achieved 	Financial, Legal	2		5		10	<ul style="list-style-type: none"> - Continued work on the Adult Social Care Reform overseen by the Directors of Adult Services and Finance. - The Adult Social Care Reform Programme has been embedded into the service's main transformation programme and is overseen by the Transformation and Assurance Board, ASLT, COE Transformation Board and CLT. - The implementation of the White Paper charging reforms is delayed to 2025 - Understand the number of self-funders in the Bromley - Budget monitoring and forecasting - Regular review of medium term strategy - Regular reporting to CLT and Members via the Committee reporting process - Effective contract monitoring arrangements to ensure acceptable quality of service provision and value for money - Monitor demographics, economic indicators and develop insight into future demand - Match financial planning to Council priorities - Early intervention with service users - Constantly review service operations for potential efficiencies - Review commissioning plans, with mitigating actions, for Adult Social Care (Mental Health, Learning Disabilities and Older People) including mitigating actions addressing financial pressures and service gaps in relation to the Reforms. - Growth and mitigation discussions - Service strategies in place to mitigate growth - Adult Social Care Reform Strategy agreed. 	2		2		4	- Adult Social Care Digital Strategy and Digital Transformation Programme (DTP) in development - Adult Social Care Workforce Strategy and Action Plan in development - Actions as part of LBB's Adult Social Care Transformation Plan	Director, Adult Services Kim Carey

Adult Care and Health Risk Register

Q4 2023/24

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					LIKE LIHO OD	IMPA CT	RISK RATI NG	LIKE LIHO OD	IMPA CT		RISK RATI NG						
13	Adult Services	Adult Transport Failure to provide appropriate home to day activities for vulnerable adults	<p>Cause(s):</p> <ul style="list-style-type: none"> - Increasing demand year on year - Impact of COVID-19 on the stability of the provider market - Impact of the cost of living crisis on people seeking high paid work - Impact on Uber and other 'self employed' status perks <p>Effect(s):</p> <ul style="list-style-type: none"> - Heightened competition between services and other LAs due to demand out stretching supply and the correlating increased cost - Impact on outcomes for vulnerable adults 	Legal Financial		4	3	12	<ul style="list-style-type: none"> - Budget monitoring and forecasting - Effective contract monitoring arrangements to ensure acceptable quality of service provision and value for money - Route review and rationalisation - Framework contracts to multiple providers via call-off contracts and mini-tender agreements provide a sense of security for providers - Feasibility of having an adult specific service for the remainder of the current contract has led to the identification of a single provider which will operate to support all adults needing day activity transport. 		4	3	12	<ul style="list-style-type: none"> - Review of policy - Procurement and contract arrangements for a single adult provider to be advanced which will reduce the risk to the service. 	Director, Adult Services (Kim Carey)		
14	Adult Social Care & Children's Social Care	Community Equipment - Children and Adults Failure to provide community equipment to children and young people and adults	<p>Cause(s):</p> <ul style="list-style-type: none"> - The new NRS contract commenced on 1 April 2023.. Due to the legal proceedings issued by the previous provider the mobilisation period has been truncated. New staff, new IT, new ways of working, inaccurate activity information have all had an impact <p>Effect(s):</p> <ul style="list-style-type: none"> - There is a backlog of orders, repairs and recycled items - Impact on the wellbeing and outcomes for children and young people and adults - Impact on budget due in the initial term, owing to purchasing higher cost equivalent equipment and delays in turning around recycled stock. 	Legal Financial		4	4	16	<ul style="list-style-type: none"> - Budget monitoring and forecasting - Bromley is part of the London Consortium which accesses the Framework contract with the provider led by the Royal Borough of Kensington and Chelsea and Westminster City Council - Due to the concerns about contract delivery, LB Bromley has initiated 5 borough (SEL) weekly meetings with the provider to ensure acceptable quality of service provision and value for money - SEL ICB Directors Meetings formulating an integrated response to the budget management issues - Monthly review of activity data - Continued communication and meetings with the consortium 		4	3	12	<ul style="list-style-type: none"> - Weekly review meetings 	Director, Adult Services (Kim Carey) Director, CEF (Richard Baldwin)		

Risk Assessment Guidance

Likelihood	Almost Certain (5)	5	10	15	20	25	<table style="border: none;"> <tr> <td style="background-color: red; width: 20px; height: 15px; display: inline-block;"></td> <td>High Risk - review controls and actions every month</td> </tr> <tr> <td style="background-color: orange; width: 20px; height: 15px; display: inline-block;"></td> <td>Significant Risk - review controls and actions every 3 months</td> </tr> <tr> <td style="background-color: yellow; width: 20px; height: 15px; display: inline-block;"></td> <td>Medium Risk - review controls and actions every 6 months</td> </tr> <tr> <td style="background-color: lightgreen; width: 20px; height: 15px; display: inline-block;"></td> <td>Low Risk - review controls and actions at least annually</td> </tr> </table>		High Risk - review controls and actions every month		Significant Risk - review controls and actions every 3 months		Medium Risk - review controls and actions every 6 months		Low Risk - review controls and actions at least annually
		High Risk - review controls and actions every month													
		Significant Risk - review controls and actions every 3 months													
		Medium Risk - review controls and actions every 6 months													
		Low Risk - review controls and actions at least annually													
Highly likely (4)	4	8	12	16	20										
Likely (3)	3	6	9	12	15										
Unlikely (2)	2	4	6	8	10										
Remote (1)	1	2	3	4	5										
		Insignificant (1)	Minor (2)	Moderate (3)	Major (4)	Catastrophic (5)									
		Impact													

Risk Likelihood Key					
	Score - 1	Score - 2	Score - 3	Score - 4	Score - 5
	Remote	Unlikely	Possible	Likely	Definite
Expected frequency	10 - yearly	3 - yearly	Annually	Quarterly	Monthly

Risk Impact Key					
Risk Impact	Score - 1	Score - 2	Score - 3	Score - 4	Score - 5
	Insignificant	Minor	Moderate	Major	Catastrophic
Compliance & Regulation	Minor breach of internal regulations, not reportable	Minor breach of external regulations, not reportable	Breach of internal regulations leading to disciplinary action Breach of external regulations, reportable	Significant breach of external regulations leading to intervention or sanctions	Major breach leading to suspension or discontinuation of business and services
Financial	Less than £50,000	Between £50,000 and £100,000	Between £100,000 and £1,000,000	Between £1,000,000 and £5,000,000	More than £5,000,000
Service Delivery	Disruption to one service for a period of 1 week or less	Disruption to one service for a period of 2 weeks	Loss of one service for between 2-4 weeks	Loss of one or more services for a period of 1 month or more	Permanent cessation of service(s)
Reputation	Complaints from individuals / small groups of residents Low local coverage	Complaints from local stakeholders Adverse local media coverage	Broader based general dissatisfaction with the running of the council Adverse national media coverage	Significant adverse national media coverage Resignation of Director(s)	Persistent adverse national media coverage Resignation / removal of CEX / elected Member
Health & Safety	Minor incident resulting in little harm	Minor Injury to Council employee or someone in the Council's care	Serious Injury to Council employee or someone in the Council's care	Fatality to Council employee or someone in the Council's care	Multiple fatalities to Council employees or individuals in the Council's care

INSTANT GUIDE TO RISK MANAGEMENT

The Process	Identify your risks	Assess your risks	Control your risks	Monitor and Review your risks
<p>Risk Management is an important element of the system of internal control. It is based on a process designed to identify and prioritise risks to achieving Bromley's policies, aims and objectives.</p> <p>The Risk Management process is a continuous cycle:</p> <p>Using your objectives Identify your risks> Assess your risks > Control your risks> Monitor and Review your risks.</p> <p>Useful definitions:</p> <p>Risk Management is the identification, analysis and overall control of those risks which can impact on the Council's ability to deliver its priorities and objectives.</p> <p>Risk is the chance of something happening which will have an impact on objectives.</p> <p>The message is that if you don't manage your risks then you are unlikely to achieve your objectives</p>	<p>Brainstorming session using IE&E plans and departmental objectives, to identify threats and opportunities.</p> <p>Useful analytical tools:</p> <p>Political Economic Social Technological Legal Environmental</p> <p>PESTLE provides a simple and useful framework for identifying and analysing external factors which may have an impact on your service.</p> <p>Strengths Weaknesses Opportunities Threats</p> <p>Using the PESTLE output SWOT is a technique that can help a service to focus on areas for improvement and opportunities that could be pursued.</p> <p>Remember if it can go wrong it will go wrong.</p>	<p>We use a 5 x 5 matrix to assess risks (see Risk Assessment Guidance tab).</p> <p>Risk is scored using a traffic light system:</p> <p>Red = High Amber = Significant Yellow = Medium Green = Low</p> <p>There are two risk variables that make up the overall risk rating:</p> <p>Impact – how minor / severe is it when it happens?</p> <p>Likelihood – how likely is it / how often does it happen?</p> <p>The Risk Management Toolkit provides detailed guidance on how to score these.</p> <p>Some of these assessments can be based on past experience. In other cases you will need to take a view.</p> <p>We measure both gross risk (before any controls are taken into account) and net or residual risk.</p>	<p>Consider the controls you have in place to mitigate or reduce the risk.</p> <p>What further controls are required? Record these as actions until they are completed.</p> <p>Consider the cost of any controls against the potential benefit gained.</p> <p>What is our Risk Appetite? An element of risk is unavoidable or we would never do anything!</p> <p>AVOID a risk – stop doing the activity</p> <p>REDUCE a risk – put additional controls in place</p> <p>TRANSFER a risk – by insuring or passing the risk to a third party</p> <p>TAKE a risk – monitor to ensure the impact and likelihood do not change</p> <p>Risk of service failure can be minimised by ensuring effective Business Continuity Plans are in place. For guidance contact Laurie Grasty x4764..</p>	<p>Risks should be reviewed at least annually and whenever your business plans change.</p> <p>Remember risks evolve and change over time. Are the controls still effective?</p> <p>Your aim should be to:</p> <p>Manage threats that may hinder delivery of priorities and maximise opportunities that will help to deliver them.</p> <p>The Bromley Risk Register is maintained centrally by Audit and includes details of the risks, risk owners, controls and actions. Contact James Newell x4842.</p> <p>Further guidance on Risk Management can be found in the Managers' Toolkit on onebromley. This also provides links to the Risk Management Strategy, Risk Management Toolkit and Risk Register.</p> <p>The site also provides a link to the Health and Safety Unit who carry out H&S risk assessments. For guidance contact the Corporate Safety Advisor Charlotte Faint x7584.</p>